

Sellabratations!

NEW ORLEANS — Unit 32-07 wanted to do something extraordinary to make Round-Up Week special.

At a "Plan the Country Store" meeting, they decided a music video would be just the thing to kick it off. They would take pictures, and for music, they would adapt the Creedence Clearwater Revival hit "Have You Ever Seen the Rain?" The sound track turned out to be so much fun, they sent copies to all Districts in their Section to share the excitement.

This Unit also held a "Build the Country Store" day, a



UM Susan Coyne, John Wayne (surprise guest), SR Jan Janice and RM Stanley Lee (standing, from left) sing "Have you seen a Country Store?" along with SR's Dale Turner, Bill Flowers and John Cuccia.

team effort emphasizing Marlboro visibility and availability in many accounts.

They wrapped up the week with a culinary celebration of crawfish, boudin and fried chicken for NYO partner Karl Leger and Hester Dorer from Richmond.



SR's Sherry Turnquist (costume coordinator), Pam Hibbs (choreographer) and SR Sue Frazee (sales administrator); RM Bruce Bane (van delivery) and SR Larry Hensens (kiosk assembly).

DUBUQUE — HyVee and Marlboro dosey-dosed together in Dubuque, Iowa, to launch a terrific Country Store kick off in May.

SR Sue Frazee made a presentation to HyVee's manager, selling him on setting up flex fund moneys to put hundreds of cartons of Marlboro on sale and use p.o.s. throughout the store.

The eastern Iowa Sales Force arranged to use the Marlboro Van for maximum visibility, and teamed up to work both inside and outside sales areas.

During the event, for which HyVee personnel dressed in western attire, customers heard "Show Us Your Cartons, We'll Give You a Bag" throughout the day (along with country music, of course), and received Marlboro duffel bags with two-carton purchases.

"Much of our success can be attributed to advanced planning and designating responsibilities," says SR Pam Hibbs, who choreographed the event. "We are all like family," she said, "with over 60 PM years among us."

Teamwork, partnering with the account, good selling and just plain fun was had by all as this Unit rode into the sunset at the close of a great Marlboro country day!

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Whoa, I never said Howdy in My Life!

Country Store is destined to be one of the biggest consumer promotional events ever—every bit as big as its predecessor, the Marlboro Adventure Team.

Steve Piskor

I don't know about you all, but I'm breathless with anticipation. Country Store is going to have the competition as nervous as a long-tail cat in a room full of rockers.

Jack 'Hopalong' Mansmann

I'm proud to present Marlboro Country Store. It's a multi-faceted, completely integrated consumer promotion built on the most solid brand equity in our business—probably in the world—Marlboro Country."

Nancy Parmet



Bill Campbell, President and CEO, PM USA.
"The business...is going like gangbusters."

Steve Piskor, Category Director, Marlboro Promotions, Nancy Parmet, Brand Manager, Marlboro and Jack Mansmann, Sales Programs Manager, Marlboro (from left). Key players on the Marlboro Country Store team.

Marlboro Country Store Week kicked off for NYO personnel at a club called Denim and Diamonds, not the Philip Morris

boardroom. Decked out in Marlboro Country Store gear, everyone listened to country music and loosened up with a few yee-haws.

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Houston Unit 36-01 Is Next to Me

by Marie Andreacchi, Editor



Unit Manager Bill Herring

Sales and visibility are booming in Unit 36-01. This is a story about the people in this Unit during Marlboro Country Store week. How they extended a Texas-sized welcome, what they worked on and how they've formed a team that is 'playing to win.' Visiting 36-01 was the "luck of the draw," as we say in New York. I drew Houston, they got the Editor, and you get to read about it.

"You'd better be ready 'cause I'm pickin' you up," begins the Shenandoah theme song selected for my visit. "There ain't no place that I'd rather be...Next to you sittin' next to me..."

The van arrived, and our week began. We were inseparable. From the airport, to the inner city, to the Woodlands. From store interiors, to parking lots, to pump toppers. From brand new stores to established accounts and relationships. From crawfish to Texas two-stepping...to barbecue and Unit meetings.

"Next to You. Next to Me." The expression holds not only for our week, but also for how 36-01 operates as a team.

"When we first joined together in January," says energetic UM Bill Herring, "it was a challenge to have a new team after two years with my original Unit. I wanted something to rally our efforts; something that would focus on the 'positives' in our PM careers and keep our momentum going. I asked everyone to write down their ideas - and dreams - in the form of a mission statement. If we took the time to write it down, I thought, we would have a better chance of living it out."

I know our readers join me in thanking each member of this Unit for their willingness to share team and individual goals.

UNIT 36-01'S PATHWAY TO EXCELLENCE

Within the organization of PM, we attempt to be the best Unit by achieving a balance between quality and quantity with an ultimate outcome of excellence in all endeavors. We do not pretend that we have the greatest talents. We do not assume the advantages of politics. We set worthy goals and apply intelligence and effort with a heart to win and consistently achieve. The advantages we will employ in our pursuit of excellence will be:

- Our flagship brand Marlboro and the story of profits, volume and traffic.
- Benefits from new technology.
- Willingness to go the extra mile to win a worthy battle.
- Maintenance of integrity, regardless of its expense.
- An unwillingness to allow competitors to outsmart or outwork us.
- Quality people who care about themselves, but never at the expense of others.
- A bond of respect with one another and the opportunity each of us has in representing PM.

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CLINT SHARED SOME OF HIS GOALS:

- To maintain 100% cycling of my territory each month.
- To penetrate each Retail Masters account with monthly promotions.
- To sell retailers on the fact that I'm their "category consultant" and care about their future growth.
- To continue to be a vital part of the team, ensuring that Unit 01 is striving for excellence at retail and in every endeavor I pursue.
- To always be viewed as a role model through a positive attitude and a high level of energy, as well as a good sense of humor.

What makes Clint Palermo's day is growing the business. A new Sales Rep and recent Learning Center graduate, Clint likes to maximize investments and watch volume grow.

"We're each charged with investing PM's money as we become 'category consultants,'" says Clint. "My territory volume is almost 9,000 cartons a week," he continues. If you multiply it out, Clint's in charge of close to 10 million PM dollars a year! "That's a lot to me," he says. "There's a lot of money to be made in tobacco products."

Clint likes to get close in and work tight. He recently sold Shell on testing a store, for example, to monitor how much a low Marlboro price would grow volume. In the first two weeks, growth was up between 12 and 14%. A relatively new account he's been working with shows a 44% increase in gross total sales since implementing Retail Masters, with cigarette sales accounting for about 22%. "I enjoy watching the business grow 22%," says Clint, "and really increasing sales of cigarettes and other items like gas and beer."

"That I'm selling the Number One consumer product in the world, and that I work for a strong company really gives me a sense of bargaining power," adds Clint. He uses category management principles to convey to retailers that PM supplies them with brands that do 50% of their business and earn 50 to 60% of their daily income (beer is 30% and gas is 20% of the business).

The computer is a welcome addition to the scope of my job," says SR Manuel Wiley, who used his PowerBook at Silver Bell Grocery to track p.o.s. and record B4G1F displays and retailer mile participation for Marlboro Country Store. "Silver Bell's new owner is savvy and



HERE ARE A FEW GOALS MANUEL HAS SET FOR SUCCESS:

- To build strong, one-on-one relationships with my retailers. I intend to establish myself as the first-tier provider by being informative and making sound business judgments that will grow our share in the full margin segment.
- To optimize inventory and sales at the retail level. I constantly monitor the inventory of all my accounts and place book orders to correct any o.o.s. situations.
- To gain retailer participation in PM programs. I stress to each customer the importance of keeping the spirit of each program alive and on-going. Everything PM does is designed to build long-term business, and we need retailer participation to make each program a long-term success.
- To build business partnerships with retailers for the future. Retail Masters is a program that has demonstrated it can increase sales when all of its values are implemented, but we still need retailer support to keep these values in place.

cooperative," he adds, "creating a good opportunity to put in larger display shelves."

"The PowerBook is especially helpful," says Manuel, "linking contract information with other data, tracking pricing and updating p.o.s. We're in sales," he continues, "dealing with what attracts customers and makes them want to buy. Marlboro visibility and inventory is the main thing for the Country Store. You can run all the programs

n the world. If product is not there, or sells out in two days, you've defeated your whole purpose.

"My Retail Masters accounts provide an excellent base for Marlboro visibility," he says. "Our displays are in the most prestigious locations, and we're doing a great job of obtaining PM's share of space. Accounts are taking more responsibility putting up displays, and their support adds to our partnership and our success."



SHARI'S GOALS:

- To position PM as the first-tier supplier in my Retail Masters Accounts.
- To increase sales by at least one volume bucket in designated Retail Masters Accounts.
- To obtain and maintain the 'Marlboro Look' in the stores through demonstrating and educating accounts about how a clean Marlboro Look can draw an ideal consumer market.
- To strengthen partnerships between myself and my retailers.

As Shari Mooney brings awareness to Marlboro, and sees its lower price attracting customers, she never loses sight of what she calls keeping Marlboro "in the loop."

"In a market area with one of the highest Marlboro shares in the country," says Shari, "it makes a lot of sense for retailers to lessen the gap between Marlboro and discount brands."

Personally attesting to the drawing power of Marlboro, she sees that Marlboro at a competitive price draws customers, who bring traffic and sales for other products, and spend more in her stores. "My retailers see this too," she says, "and are eager to learn more about how to build their business."

Shari's a good listener. "If you've already prepared two answers before you go into an account," she explains, "it's a 'no go.' You have to really listen to accounts' concerns and try to address them to become a problem solver and a first-tier supplier."

Shari and Janis Presley (right photo) recently made a computer presentation to their management with ideas to extend Country Store momentum using accumulated flex fund money, then follow up with continuity promotions. "Flex Fund price reductions on Marlboro provide retailers with 'news' for smokers," they agree. "We don't want customers to believe that price is the most important decision," says Janis. "We want to give them extended opportunities to buy cigarettes at 'everyday low prices,'" adds Shari.

try to set an example for good communications," says Houston-born SR Janis Presley. "I want to be number one, but never at the expense of my team or sound business principles. When communications between accounts, wholesalers and the Reps are good, business flows smoothly.

"My accounts trust me enough to say 'we have a problem,' and in many instances I feel I'm a big help being there for the account – but not to do it for them. Part of my job," she says "is getting retailers involved in selling Marlboro.

"I take pride in training my retail accounts to take more initiative placing displays, filling racks and putting up p.o.s.," she says. "This training impacts our business in a positive way and helps me adapt today to what I see for tomorrow. I try to envision the way things should look, and are going to be. This lets me keep one step ahead."

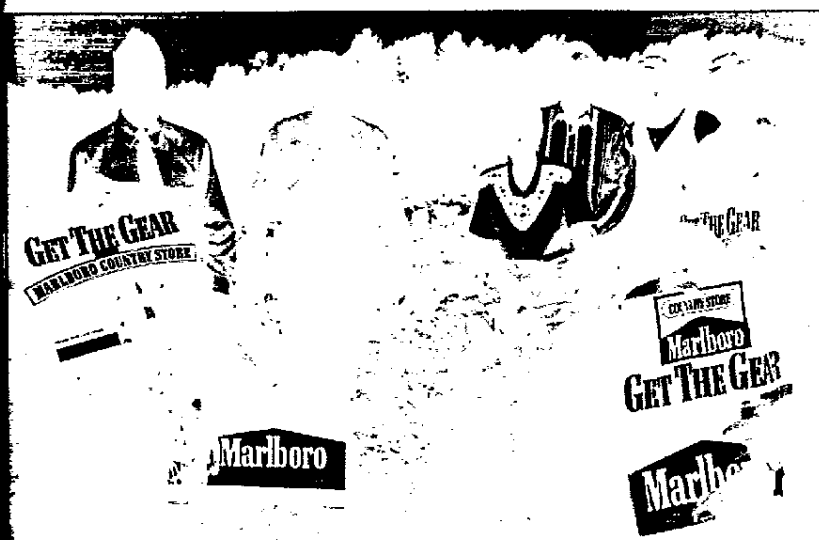


JANIS ENVISIONS:

- Creating excitement in my territory, using my personality and activity level to gain retail confidence.
- Leading share and volume growth by demonstrating the value of PM programs.
- Achieving a crisp, clean look in the store with a bold Marlboro presence.
- Negotiating display placements in my retail accounts that maximize sales opportunities for PM brands, consistent with Retail Masters principles.
- Successfully gaining the trust of my retailers as the category expert for cigarettes.

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Howdy



The Greenville, North Carolina Unit is proud to sell cigarettes in an area where tobacco farming is a way of life for many. SR's Jeff Stille, Nathan White, Renee Darden, Richmond teammate Steve Hunter, UM Yvonna Matthis and SR's Darlene Naillon and Barbara Lewis (from left) sent this postcard to the rest of the nation from a local tobacco field during MCS week.

"I have a greater understanding now of our marketing 'game plan' and how we utilize the placement of our product on the sales counters and overhead racks to always maintain optimum visibility for our product," wrote Louisville's Greg Huelsman about his Round-Up week experience.



Louisville's Greg Huelsman (left) and SR Luis Martinez in Massachusetts.



UM Brad Campbell, SR's Bill Wright and Charlotte Stultz, NYO Virginia Slims Brand Manager Bob Ferrin and SR's Karen Dignan, John Hanson, Rebecca Terrell and Andrew Do in Florida (from left).

In Houston and throughout the country, Marlboro Country Store Week was a continuation of the Marlboro Adventure Team spirit. Time to participate in one of the biggest promotions in PM USA's history and to team up for increased visibility and excitement at retail.

During Round-Up Week, over 500 PM people – from the NYO and Richmond, Cabarrus and Louisville plants – headed out to work with Sales. Dressed in MCS blue denim jackets, partners came from cross-functional areas to exchange facts and perspectives about their roles in our company as well as the program.

They contributed and they took away, creating an environment encouraging diversity and better aligning all participants with our customers and consumers.

MCS Week invited innovation and tapped into a powerful potential for competitive advantage.



In Hollywood, California, SR George Thomas and Bianca Mittag from NYO Information Systems kicked off an exciting week.

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Partner



Rosemary Milton, Region 3 HRM, joined Unit 32-02 SR's Kim Kramer, Pat Daste and Mike Swords, UM Bernie Marino and Richard Wraase from Richmond Manufacturing (from left).



Unit 41-08. SR Phil King; UM Enice Harris; NYO's Tom Pettibone, VP, I.S.; SR's Shelley Burrows, Mike Leggett and Mike Purdum gained visibility for MCS with the Indy race car and Marlboro Van (not shown). Did you know that in terms of audience, the Indy 500 is the world's largest single-day sporting event? How's that for visibility!



Five of the eight Cabarrus participants rallied 'round the Marlboro Van during Memorial Day weekend. Mike Robertson, Jack Burkhardt, Lee Needham, George Anderson and Len Sennish (from left). Note they're wearing their jackets!

One Out of Four Smokers Chooses Marlboro

In a 43 billion dollar category, one out of four smokers chooses Marlboro. One out of four. And in pack outlets, it's even higher in some parts of the country. That means the retailer who prominently displays Country Store materials is going to be on the front lines of volume and profits.

In Fresno, California, SR Roger Sunner (left) teaches Richmond's Milton Parrish, who later received an "honorary MCS Team Member" plaque, how to display prices on a banner.



Retail Reward Program

We have some pretty impressive incentives for Retail Masters accounts – over and above increased sales and profits. Every time a consumer orders gear from a computer-coded catalog, these accounts get points.



B.J.'s Short Stop. Pleasant Grove, Utah. Call #2. "The owners of this expanding Retail Masters store were at first skeptical about signing with PM," says SR Ray Workman. "Since then they haven't looked back." Now signed to a P1 Exclusive, they're considering keeping the store open 24 hours a day... "just to sell more Marlboro!"

"From Adventure Team to Country Store, Marlboro demand created by high visibility is recognized by my retailers," says Ohio SR Doreen Lagana, who sent this picture as proof.



Looks Like Marlboro Country!

his is a promotion that only Marlboro can do. Our imagery is everywhere – in a big way. In-store to outdoor, we've got the consumer covered all over Marlboro country. This is our territory, our exclusive domain. We own this image, and it really looks like Marlboro Country out there!



"Our entire District team is using the program to gain a 'Big Look' for Marlboro, one of our game plan objectives. Although many of our stores are in the competition's backyard, the Charlotte/Winston-Salem market is truly Marlboro Country," says Section 22 DM Michael Slade.

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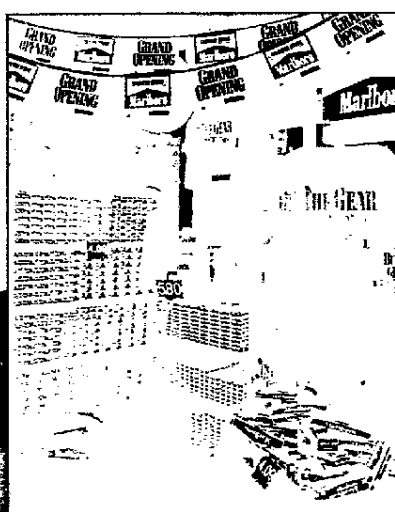
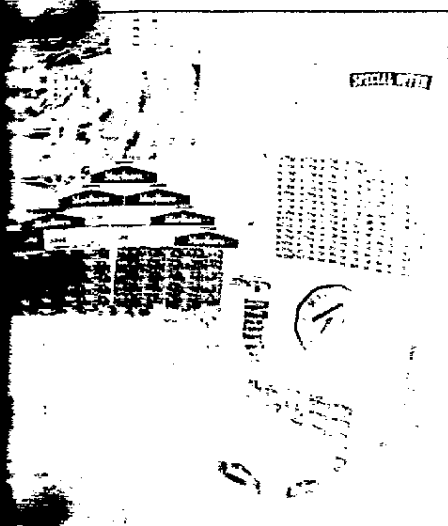
SR Bobby Morgan of the Knoxville District showed creativity with an exciting B4G1F display encouraging customers to "saddle up" with Marlboro.



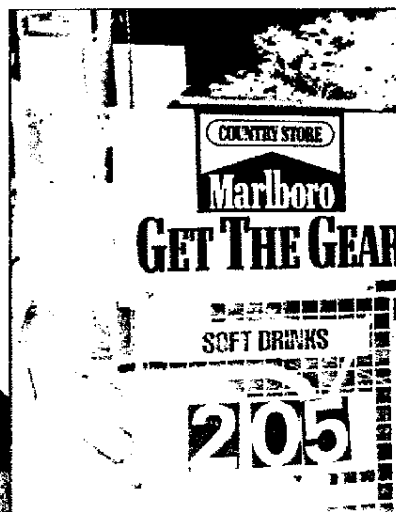
Chickasha, Oklahoma SR Gloria Mercado hitched a horse at the Marlboro Country Store.



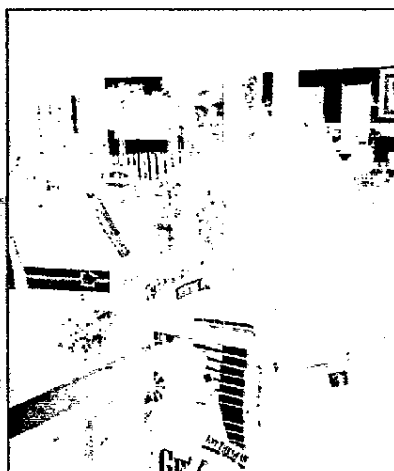
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SR Joann Hot



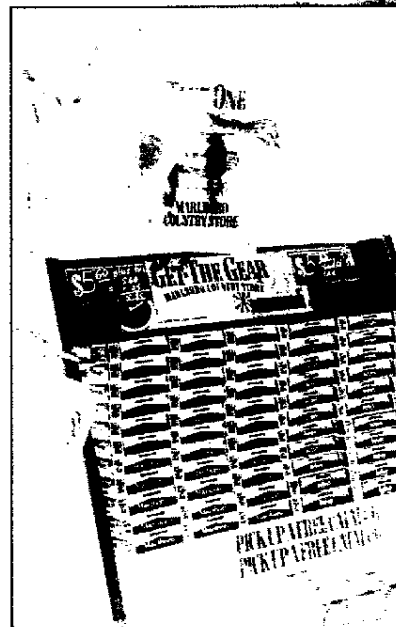
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s eye," says Section 13
shuman, who sold this counter balance
ve outdoor visibility.



"Call out and product exposure help grow sales," says Dublin, Georgia SR J. Sells.



Leo Burnett's Tony Ebbola (left) and Chattanooga SR Doug Beachum turned this store into "Marlboro Country."



SR Rita Reynolds from 21-18 enhanced Marlboro visibility with effective use of this special CF display. "I feel good," she says, "when Marlboro has the right look in my accounts."

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Craig Johnson

Yes!

"As your VP of Sales I'm thrilled to report that all your hard work over the past year is paying off. Business is spectacular! PM's share of market grew to 46.7% and Marlboro reached an all time high of 28.6% during the first week in June. Seven out of ten smokers now choose premium brands over discount products.

"With such great news, now is the time to begin asking, 'How do we sustain the momentum?' The answer, I think, is one store at a time, keeping the 5 P's below in mind."

KEEP THE 5 P'S TOP OF MIND

PRODUCT AVAILABILITY

Is the account exercising proper inventory management? Are the right brands there and constantly in stock?

PRESENCE

Have we established merchandising and p.o.s. advantages so that smokers are aware of and attracted to our brands?

POSITION

Are our brands, displays and p.o.s. in the "best" and most visible locations?

PRICING

Is the price difference between Marlboro and the lowest priced brand less than 40%?

PROMOTION

Do we match promotions to stores so that we impact the broadest number of smokers?

"Our challenge is to ask ourselves these kinds of questions in each call. Persistent, impactful sales presentations in every store will result in "yes" answers all across the country.

"Below are three examples sent in by Sales people emphasizing these principles. The rest of this issue is also a tribute to how, store by store, you're working all 5 P's."

Who: SR Ray Workman - Salt Lake City, UT

Where: Crestview Service

What: "This store is PM all the way," says Utah SR Ray Workman. "Truly a Marlboro Country Store headquarters. At the beginning of Retail Masters, I sold the owners on replacing all generic cigarettes with Basic. They are currently signed to a P1 Exclusive, with Marlboro leading the way. In the past year and a half, I've had to re-sign the account four times to keep up with their PM sales. Our current share of sales is 80%."

Who: SR Tom Hommer, Indianola, IO

Where: Jiffy Mart

What: "I convinced the store owner, who has been promoting the low end of the category, to lower his premium brand pricing to promote the high end. To do this, we put up a large Country Store banner advertising his new price and "Get the Miles."

Who: SR Steven Carlton - Roswell, NM

Where: Sun Country Foods

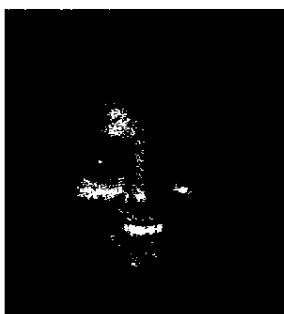
What: "Since January this store had a 45-cent spread between Marlboro and discount brands. In April they raised their price on generics by 10 cents. With this closing of the gap, Marlboro sales are up approximately 15%."

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ON THE MOVE



Lon C. Audet
Unit Manager
Denver, Colorado



Veena Sardana Barrus
Senior Account Manager
Houston, Texas



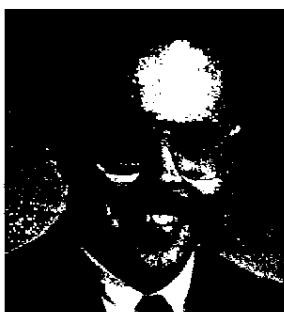
Bill Campbell
Senior Account Manager
Louisville, Kentucky



Stuart J. Campbell
Senior Account Manager
Knoxville, Tennessee



John Davis
Senior Account Manager
Ashland, Kentucky



Michael J. Kloss
Unit Manager
Eau Claire, Wisconsin



Susan C. Michas
Senior Account Manager
Springfield, Illinois



Kim Branon Morgan
Senior Account Manager
Tulsa, Oklahoma



Christy Qualls
Unit Manager
onesboro, Arkansas



John J. Senich
Senior Account Manager
Charlotte, North Carolina



Joe Vandehey
Unit Manager
Madison, Wisconsin

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Success Stories



Pathway to Basic

Targeting 60 high-volume independents in the Savannah, Georgia District, Sales Reps Shannon Roland, Annie Moody, Mike Hunnicutt and Gennie Brantley (from left) created an eight week program for Basic called Pathway. The program featured prominent footstep floor decals leading consumers to displays of 100 to 200 cartons. In the first week alone, Sales Reps booked 6,000 cartons of the brand.

Retailers responded favorably and reported numerous sightings of consumers skipping along the path to Basic. Retail sales increased an average 35%, with some accounts tallying a 100% increase.

"We learned that making a product big at retail," says DM Jan Giovengo, "can effectively counter price-off offerings and competitive media campaigns. Annie, Mike, Shannon and Gennie are busy applying their learnings about floor applied graphics and heavy price call-outs to a similar program for Marlboro."



Triple Header

RM David Levine from Section 13 is very proud of his kids. All three are the recipients of PM scholarships for the 1994-5 academic year.

Sam attends New York University's Tisch School of the Arts and is majoring in film and animation. (PM In-College Scholarship).

Brian is at Cornell University pursuing a Ph.D. in Economics. (PM Graduate and Professional Scholarship).

Wendy's enrolled at the University at Albany, State University of N.Y., where she's majoring in English. (PM In-College Scholarship).

Congratulations to the Levine family and the children of all other Field employees who earned PM scholarships.



Sam, Brian, David and Wendy Levine (from left).

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Go Team!

On Sunday, June 5, Marlboro Indy car drivers took first, second and third place. The Milwaukee District sales team put a lot of energy into preparing for this event to assure



Milwaukee's sales team included UM Dave Casebolt and SR's Deb Fenney, Gina Campione and Kelli Owen (from left).



Marlboro was everywhere. In addition to covering their accounts, they placed multiple p.o.s. items in hotels, restaurants and other locations. They supported race items with Marlboro Country Store p.o.s. and catalogs, and coordinated with Miller for dual placements.

This sales team's enthusiasm paid off: success with Marlboro visibility and the race. What a great day for our team!



SR Gets Stores Up and Running

Until recently, Kansas retailers could not participate in MAT, MCS or any bounce-back offer due to interpretations of state law. When a more favorable opinion of the law was rendered, SR Scott Danner took an innovative approach getting the word out quickly to his Kansas retailers.

Scott sent a flyer to all of his accounts briefly outlining the Marlboro Country Store program and encouraging them to set kits as soon as they arrived in order to attract consumer attention. The photo on the left, where his Smokes 4 Less store manager proudly displays Marlboro amidst prominent p.o.s., attests to some of his results. We call that selling!

Success Stories



The Hawaiian sales team says hi! From left are DM Thong Hoang, SR Renee Osato, Manager of Distribution Les Hamasaki, UM Hugo Ortego, SR Kevin Wada, UM Cliff Narimatsu and SR's Troy Tomita and Valerie Hopkins. Not everyone could be present because they're working on other islands.

Honolulu Howdy

Although no one got to Honolulu to say "Howdy," DM Thong Hoang assures us that the District team is executing MCS with lots of enthusiasm to make it the most successful Marlboro program Hawaii has ever seen.

With a pack of Marlboro costing an average \$2.65, high taxes on cigarettes in Hawaii create a special challenge for our Sales Force. "A B4G1F costing less than \$10 is a tough sell," says Thong, "but the sales team is demonstrating they can overcome this obstacle." Marlboro unit sales in May showed an increase of 27% over the same period last year.

"Although separated by 2,500 miles from the mainland," Thong reminds us, "Hawaii is Marlboro Country too!"



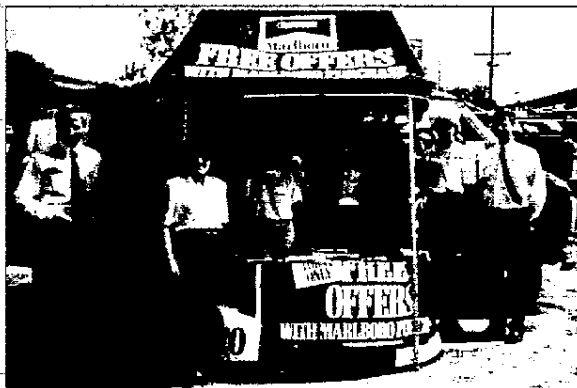
Thanks for Bringing the Van!

Across the country, 400 vans are providing consumers with immediate redemption opportunities. "Combining the Marlboro Gear Van and the Country Store creates real excitement," writes Ohio SR Linda Hamilton.

Unit 24-07 gave NYO's Claire Person, the coordinator behind the Marlboro Van Program, a rousing welcome at MAPCO EXPRESS, a 38-store chain. The event, which MAPCO co-funded by reducing its Marlboro price for the day (25 cents a pack and \$2.60 a carton), was a great profit maker.



New York City SR Paul Arroy and Powerforce Rep.



George Grayson, MAPCO Area Sales Manager; UM Cathy Groves; SR Judy Ross; Sandy and Bill, Marlboro Van drivers; SR's Sonny Pillow and Barbara Farrell-Morris, NYO's Claire Person and Terry VandenEynden, MAPCO Merchandising Manager.

NEWS FROM THE REGIONS

James H. Smith

20 Years

William H. Smith

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10 Years

Diane Temple

SOUTHEAST

Welcome to Carolyn Cox and
Tiffany Willard.

25 Years

Marion Foxworth

Hector Rodriguez

10 Years

Toni Seales

Sally Seely

10 Years

Christopher Conway

Lester Fitzpatrick

Albert Guardado

Sherri Johnson

Michael Kass

MIDWEST

Welcome to N. Allen, Bill
Campbell, Douglas Durando,
Dennis Liimatta, Aleta
Parker, Eileen Reiter and
Jamie Vrabel.

20 Years

John Hollenbach

Bob Maglio

Years

John Bielewicz

Lincoln Dunker

Jonas Hood

Dee Oresk

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Manager, Communications Programs: Betsy Pross
Editor: Marie Andreacchi

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Many thanks to PMMC's Graphic Services Department for design and mechanicals.

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2040408049